



UNITED STATES MARINE CORPS

U.S. MARINE CORPS FORCES CENTRAL COMMAND

7115 SOUTH BOUNDARY BOULEVARD

MACDILL AIR FORCE BASE, FLORIDA 33621-5101

MARCENTO 1500.58

HOCO

JUN 12 2006

U.S. MARINE CORPS FORCES, CENTRAL COMMAND ORDER 1500.58

From: Commander, U.S. Marine Corps Forces, Central Command
To: Distribution List

Subj: MARINE CORPS MENTORING PROGRAM (MCMP)

Ref: (a) NAVMC 2795, USMC User's Guide to Counseling
(b) NAVMC Directive 1500, Marine Corps Mentoring Program Guidebook
(c) MCO 1500.58

"One must put himself in the place of those whom he would lead; he must have a full understanding of their thoughts, their attitude, their emotions, their aspirations, and their ideals; and he must embody in his/her own character the virtues which he would instill into the hearts of his/her followers."

General John A. Lejeune

18 Jan 1921

1. Situation. This Order establishes the policy, format, and guidelines of the Marine Corps Mentoring Program (MCMP). Our legacy at MARCENT includes our Marines, Sailors, and their families. Their development requires caring and demanding mentorship. We must all mentor our subordinates to carry on the mission in our stead.

a. Combat cohesion among Marines has arguably never been stronger. At the same time, the staggering pace of operational and deployment tempo places tremendous strain on Marines and their families. Therefore, it is essential that the Marine Corps leverage the lessons of combat leadership and exploit the tremendous sense of mission focus and teamwork by ensuring they are embraced throughout the entire Marine Corps.

b. Mentoring is not a new concept for Marines; indeed many are "mentored" by a Marine senior to them. These informal relationships have a positive impact on our Corps. However, there is no formal direction to the current mentoring construct. Marines will say mentoring is a normal form of leadership and that "we do it everyday." The facts are, however, that not every Marine is mentored, not every Marine is held accountable and not every Marine is provided with exacting one-on-one leadership by his or her direct senior. The MCMP provides tools to help Marine leaders improve their ability to interact with their Marines on a personal and professional level, help them set goals to improve the individual and team performance, and closely replicate at home station the relationships forged between Marines and leaders in combat.

c. Mentoring helps ensure Marines maintain the highest standards of behavior on duty, on liberty, and on leave; 24 hours a day, 7 days a week. Marines must understand that everything they do at all times, whether related to their personal or professional lives, effects the capability of their team to perform its mission successfully. Positive actions and improvement impacts the team and its members; negative actions degrade their capabilities. Reference (a) focuses on duty performance and is primarily structured for junior Marines. MCMP does not replace the counseling program. The MCMP is intended to encompass all aspects of a Marine's life.

JUN 12 2006

2. Mission. To implement the Marine Corps Mentoring Program in order to preserve and protect the force, support readiness, and develop Marines to their full potential.

3. Execution

a. Commander's Intent and Concept of Operations

1. Commander's Intent

(a) This Order serves as the guiding influence for the MCMP and mentoring sessions.

(b) To allow each Marine to develop to his or her potential as an individual Marine and as part of a unit or team.

2. Concept of Operations. Assistant Chiefs of Staff (AC/S), Officers and Section Staff Non-Commissioned Officer leadership will identify and promote the MCMP to all Marines, and provide guidance to mentors, mentees and peers.

(a) Mentors. Every Marine will have a mentor, most likely the next senior in his or her chain of command. Mentors are the primary counselors, guides, and teachers to the Marines under their direct supervision. Usually, a Marine mentor will mentor the Marines directly junior in the chain of command. For instance, a Fire Team Leader mentors members of his or her fire team.

1. Not only is the mentor responsible for his or her own actions to set the right example, but the mentor is also responsible to ensure his or her actions are true to the values of our Corps. Mentors must know themselves and be professional in every sense of the word. A mentor's performance and bearing should be beyond reproach. Mentors must set good examples in everything they do - on duty, leave, and liberty. A mentor must know their own values and be able to assess their mentees.

2. A good mentor must, first and foremost, have and display genuine concern for their Marines. Five skills important for a mentor to be effective are self-awareness and discipline; questioning techniques; listening skills; empathy; and feedback skills. These skills are discussed in detail in reference (a).

3. Mentors should focus their efforts on ensuring their Marines understand the mission of their Marine team; know the part each Marine plays to accomplish the team's mission; understand their individual strengths and weaknesses and have a plan to grow their strengths and improve in weak areas; set achievable, measurable goals for improvement and track progress; and understand that the team's success is based on each individual Marine's success and that every positive or negative action a Marine takes impacts team readiness.

4. Relationships between mentors and Marines will be consistent with traditional standards of good order and discipline and the mutual respect that has always existed between Marines of different ranks.

(b) Mentees. Mentees will be advised, coached, and assisted by their mentors. Mentees must be committed to growing, and be open and receptive to new ways of accomplishing tasks. Marines must know their personal and professional execution paragraph and how it relates to accomplishment of the unit/team mission. The mentor helps the mentee set goals and tasks to

accomplish positive growth and assesses progress. A mentee should know and understand when to ask for help and meet regularly with the mentor at least once every 30 days.

(c) Buddy System. The buddy system pairs Marines together so they may look out for each other's well being. Each Marine is responsible to ensure their buddy lives in accordance with our core values of honor, courage, and commitment. Buddies are responsible and accountable for their actions to each other and to their mentor.

b. Subordinate Element Missions

1. Section Leaders at every level (Main Effort). Section Leaders will abide by the mentoring standards set forth in this Order, and are allowed maximum flexibility in the exercise of authority vested in them to accomplish this mission.

2. Ensure all Marines are engaged in the MCMP and are using reference (a) and the Leader's Mentoring Log worksheets.

(a) Provide all Marines with Leader's Mentoring Log worksheets and access to reference (b).

c. Coordinating Instructions. Assistant Chiefs of Staff (AC/S) will:

1. Use this Order to implement MCMP throughout the entire organization/unit.

2. Inform all Marines of MCMP, ensuring they are acquainted with program procedures and that program guidelines are followed. AC/S, Officers and Enlisted leaders are expected to use the program as outlined, but the MCMP is broadly structured so they can "shape it" and use it to address specific concerns and challenges.

4. Administration and Logistics


a. The MCMP shall be incorporated into applicable training programs on a continuing basis.

b. All MCMP materials and references are available from the CG, Training and Education Command, web site at <http://www.tecom.usmc.mil>.

5. Command and Signal

a. Command. This Order is applicable to all Marines assigned to MARCENT.

b. Signal. This Order is effective on the date signed.


GARY S. SUPNIK
Chief of Staff

DISTRIBUTION: A